

The Department of Energy



Idaho Operations Office

Work Force Restructuring Plan

INEEL

**Idaho National Engineering and
Environmental Laboratory**

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I. INTRODUCTION

A. EXECUTIVE SUMMARY

Section 3161 of the National Defense Authorization Act for Fiscal Year 1993 directs the Secretary to develop, with input from affected stakeholders, a plan for work force restructuring upon a determination that a change in the work force is necessary at a Department of Energy (DOE) defense nuclear facility. The objectives of such a plan are to minimize involuntary separations, reduce the social and economic impact of restructuring on individuals who are involuntarily separated, and mitigate the detrimental effects of restructuring on the surrounding communities.

The Idaho Operations Office (ID) has had an approved Work Force Restructuring Plan in place covering Fiscal Years 1995-1997 for the Idaho National Engineering and Environmental Laboratory (INEEL). The purpose of this document is to update and replace the current plan that expired at the end of FY 97. Once approved, this new plan will set forth conditions for responding to the changing mission and contractor structure of the DOE-ID INEEL for FY-1998 and beyond. Amendments to this Plan will be provided if any significant changes in the restructuring plan are implemented. Amendments will be issued for stakeholder comment, and if appropriate, public meetings will be held. The Plan will be updated annually in accordance with section 3161 requirements.

The benefits offered in this Plan are consistent with the authority granted in section 3161 and the implementing policy and directives of the Department, as well as with applicable funding constraints.

As set out in detail below, the Plan for work force restructuring for the DOE-ID INEEL minimizes the impact of work force restructuring on the affected employees and their communities through such means as:

internal transfers to job openings within the DOE-ID INEEL contractor work force where

¹ **NOTE:** Programs at the INEEL are managed and operated by multiple Department of Energy (DOE) Field Offices and multiple contractors. For reading ease, the following definitions are provided:

INEEL - The entire laboratory, regardless of DOE Operations Office or contractor.

DOE-ID - The DOE Idaho Operations Office, the DOE Office responsible for oversight of the DOE-ID INEEL (Defined below).

DOE-ID INEEL - Operations managed by DOE-ID and performed by certain firms who have contracts with DOE-ID or its prime contractors.

employees can perform the work required with retraining or reorientation as practicable in the circumstances and consistent with the hiring benefits discussed below;

voluntary reduction programs designed to encourage retirement or separation in order to reduce the risk of involuntary separations;

retraining assistance for both internal and external job opportunities based on needs analyses and available funding;

implementation of a continuing rehiring preference for involuntarily separated employees meeting eligibility requirements;

outplacement assistance for eligible employees to maximize job placement externally when internal placement or retraining programs are not practicable; and

consultation and coordination with the community and area stakeholders in the development of the Work Force Restructuring Plan to assure that avenues of assistance are available for affected workers and that the objectives of section 3161 are otherwise met.

B. PREFACE

The INEEL is refocusing its mission. The INEEL has broken new ground by creating a dynamic and far-reaching long-range plan for operations at the INEEL. Key to the plan is a central focus on the environment, so that the INEEL will be looked at as the National Environmental Laboratory with viable solutions to the Nation's complex environmental problems. The Laboratory's name was changed last year from the Idaho National Engineering Laboratory (INEL) to the Idaho National Engineering and Environmental Laboratory (INEEL) to reflect this evolution of the Laboratory's mission toward providing solutions for engineering and environmental problems for the DOE, for other Federal Agencies and for private industry.

The long range plan, in addition to envisioning the completion of waste management and environmental restoration clean-up activities at the site, calls for creating new missions and new jobs based upon careful, deliberate extensions of the site's historic strengths as they relate to DOE and to national needs. The INEEL's new direction includes five business objectives: (1) combine systems and testing capabilities to establish the Environmental Engineering and Technology Complex; (2) use facilities required to fulfill waste disposition plans and agreements to create the Waste Treatment Center; (3) increase our role in national security; (4) increase our contributions in nuclear technologies and applications; and (5) expand into derived national environmental missions (programs that have evolved from projects developed for specific use at the INEEL).

As a result, requirements for engineers, scientists, and technician jobs for the next several years

will increase. However, because of budget constraints, overall manpower levels for the next two fiscal years (FY 1999 through 2000) are projected to remain level. The latest manpower projections are for 6,281 and 6,431 regular employees in September 1999 and 2000 respectively.

While the long-range plan may cause a shift towards the need for more scientific and engineering skills, one of the INEEL's basic goals is to maintain a work force trained to meet the site's new missions. The INEEL Work Force Restructuring Plan responds to the changing requirements of the INEEL, as set out in the long-range plan for the site. From 1994 through 1996, Lockheed Martin Idaho Technologies Company (LMITCO) and its teaming partners underwent three downsizing programs to reduce redundancies in services provided by the predecessor contractors and to realize operating efficiencies in other areas. A total of 1,392 employees voluntarily separated under these programs. There were no involuntary separations.

This Work Force Restructuring Plan sets forth policies and procedures for future work force restructuring under the direction of DOE-ID INEEL. The Plan is intended to be responsive to the specific objectives of section 3161 of the National Defense Authorization Act For FY 1993 and to budget constraints, and to be reasonable in view of contractual provisions, stakeholder input, and other obligations. Budget uncertainties, in particular, make detailed long-range projections extremely difficult.

In accordance with DOE interim guidance, policies for work force restructuring and planning activities have been developed and managed by the DOE-ID. The general objective of this Work Force Restructuring Plan is that any restructuring at the DOE-ID INEEL be managed in a manner fully consistent with the purposes and policies of section 3161 and the Administration's program for defense conversion. The specific objectives of the Plan include:

- minimizing involuntary separations;

- minimizing the impact of restructuring on individuals who are involuntarily separated;

- mitigating the detrimental effect of restructuring on the surrounding communities;

- maintaining the integrity of the core competency required to safely and responsibly operate the DOE-ID INEEL; and

- restructuring and reorganizing DOE-ID INEEL operations to support the Department's strategic objectives.

This Plan does not include any restructuring activities that may be contemplated at either Argonne National Laboratory-West (ANL-W) or the Naval Reactor Facilities (NRF), which are INEEL facilities managed by the Department of Energy's Chicago Operations Office and the Pittsburgh Naval Reactors Office, respectively.

The Work Force Restructuring Plan for the DOE-ID INEEL has been prepared after consultation with employees, appropriate representatives of state and local governments, and area stakeholders to comply with restructuring requirements as established by section 3161 and applicable Secretary of Energy Directives. Our challenge is to maintain an equitable balance as we manage restructuring, minimizing as much as possible, its impact on individuals and on the communities surrounding the INEEL.

II. PLANNING

A. THRESHOLD OF PLANS

1. Applicability

The benefits in this Plan apply to employees of contractors and subcontractors at the DOE-ID INEEL who meet the eligibility criteria set forth below. Although this Plan applies to all contractor and subcontractor employees, it does not necessarily provide all of them with the same benefits. Eligibility for specific section 3161 benefits has been tailored to meet the circumstances at the DOE-ID INEEL, e.g., the policy regarding breaks in service, as discussed below. Benefits for employees of subcontractors and intermittent construction workers who meet the eligibility criteria listed below will, however, be managed consistently with applicable DOE planning guidance. At present, because of differences in the relationships of such employees to the site, as opposed to that of management and operating contractor (M&O) employees, section 3161 benefits for such employees (other than certain "force account" construction workers) will be limited to hiring benefits and use of the Outplacement Center. All construction workers who meet eligibility requirements may also elect a one-time separation benefit in lieu of hiring benefits.

2. Eligibility

Regular employees are employed for an indefinite period with no specified ending date. Such employees include full-time and part-time employees. To be eligible to receive the section 3161

² Eligible Coleman Research Corporation employees will receive the same benefits as the M&O employees inasmuch as that firm is a teaming partner and shares the same benefit programs and employment conditions as the M&O.

³ Certain force account construction workers who have earned livelihoods exclusively as employees of a site M&O (e.g., MK-Ferguson Idaho, Inc. and LMITCO). Such workers have, except for short periods of inactivity between projects or because of inclement weather, had a continuous, long-term employment history at the site. Force account INEEL construction workers who meet eligibility requirements and who are the subject of a permanent involuntary separation from their force account positions with the M&O will be entitled to the same level of 3161 benefits, such as relocation, education, hiring preference, and outplacement services, as regular M&O employees.

hiring benefits and other benefits, regular employees must have been:

employed at a DOE defense nuclear facility on or before September 27, 1991;

employed at the DOE-ID INEEL in a full-time or part-time regular capacity on the date a 120-day work force restructuring notice was given for a specific work force reduction; and

involuntarily separated. (However, employees who have been specifically identified for separation but who have not yet separated will be entitled to a placement preference described later in this Plan.)

Individuals qualifying under this category may have had a single break in service of one year or less. Temporary employees are not covered in this category.

Intermittent employees are employed in situations, the nature of which results in repeated periods of employment and unemployment, e.g., mostly construction trades.

The following eligibility test applies to employees whose work at the facility is intermittent:

employed at any DOE defense nuclear facility on or before September 27, 1991;

must have worked at such a facility within 180 days preceding an applicable work force restructuring notification;

must have worked at a DOE defense nuclear facility a total time, including time worked prior to September 27, 1991, equivalent to having worked 40 hours per week from September 27, 1991, through the date of the 120-day notification or have actually worked the industry standard of full-time from September 27, 1991 through the date of the 120-day notification; and

must have been affected by the announced restructuring at DOE-ID INEEL within a reasonable period of time (one year). This includes the interruption of a project before its anticipated completion, or the completion of the assignment or project without prospect for a follow-on assignment at the site where the employee had a reasonable expectation of a follow-on assignment.

Future amendments to this plan could change these eligibility criteria.

B. TIMING OF NOTIFICATION OF WORK FORCE RESTRUCTURING

A key objective of section 3161 is that the workers and the community be provided with notice of a pending work force restructuring 120 days prior to the involuntary separation of any employee.

1. Employee Notification

It is recognized that any planned reduction in employment levels at DOE-ID INEEL could cause a high level of anxiety within our work force. To minimize this anxiety, contractors will endeavor to communicate frequently, openly, and honestly with employees.

2. Worker Adjustment and Retraining Notification (Warn) Act

This statute (29 U.S.C 2101 et seq.) requires that appropriate written notice be provided in the case of a mass layoff or plant closing (as defined by the statute). Program funding levels and employee participation in any voluntary reduction-in-force will affect the number of employees impacted by an involuntary reduction-in-force. When the actual number of employees to be involuntarily terminated is determined, prime contractors, in consultation with DOE, will determine the applicability of WARN Act requirements. Upon such determination, the contractor will comply with the applicable notification requirements and with DOE Directive 350.1.

C. WORK FORCE PLANNING

As DOE-ID INEEL undergoes the difficult process of restructuring the work force, the skills mix necessary to carry out our changed missions and assessment of how those skills compare to the skills of the existing work force will be continually determined, taking into account retraining to the extent practicable, as set forth below. Toward that end, the M&O will complete annual updates of the existing skills mix and future needs assessment. The objectives will be to assure that the resulting work force is capable of carrying out the mission of the INEEL and that any adverse impact on the existing work force, as well as on the surrounding community, is minimized. We will also attempt to retain the diversity of the current work force. These considerations will be balanced with the need to be fair and equitable in the treatment of all employees.

1. Skills Inventory

An inventory of the skills of the M&O work force will be maintained and updated annually by the M&O. The skills included in the inventory are those that employees already possess and can readily demonstrate. Employees will participate in the inventory by verifying and updating the information concerning their own skills. An updated skills inventory and the assessment of skills needed at DOE-ID INEEL will be completed prior to any further work force restructuring actions that result in employee separations.

The M&O will communicate to employees how, why and when the skills inventory system will be used. This communication will occur as often as needed, but at least once a year at the time the skills inventory is updated.

In order for the skills inventory to be of maximum benefit to the employee and the contractor with respect to transferring, training, and staffing projections, the inventory needs to be expressed in terms of the skills required to meet continuing mission requirements at DOE-ID INEEL. The database required is more detailed than the Common Occupational Classification System (COCS).

Too many of the skills in use at the site fall into the "other" category under the COCS system for that system to meet INEEL requirements. Thus, the skills inventory developed for DOE-ID INEEL correlates to job class and work discipline as well as COCS codes. The skills system at the DOE-ID INEEL can sort by any combination of job title, work discipline, or skills classification.

2. Baseline DOE Data and Reporting Requirements

A baseline employment database system that reflects the skills inventory and categorizes the total number of personnel presently employed across the DOE complex by prime contractors, program funding and skills mix is being developed by DOE Headquarters (DOE-HQ). Such a system will be implemented at the DOE-ID INEEL upon completion of the system consistent with DOE-HQ guidelines. It is anticipated that the current skills inventory data for DOE-ID INEEL will be incorporated into the baseline database currently being developed by DOE-HQ for all DOE facilities.

3. Assessment of Skills Needed at DOE-ID INEEL

In order to meet future staffing needs, the M&O will prepare and maintain a rolling, three-year work force assessment reflecting:

projected work force skills requirements;

the current composition of the work force; and

the feasibility of retraining existing employees to meet changing mission requirements.

The assessment will be expressed in terms of occupational categories. This assessment, showing present employment levels and future skills requirements based on projected missions and budget estimates for the three-year period, will be updated at least annually and made available to the public and employees through the DOE Public Reading Room.

4. DOE-ID INEEL Work Force Planning and Restructuring Strategy

The DOE is responsible (as discussed below) for determining work force restructuring policy. The DOE-ID reviews the M&O's assessment of hiring and employment levels, the skills and capabilities of the existing work force, the skills needed to meet changing site requirements, and retraining programs to prepare existing employees for changing site missions. Skills necessary to meet anticipated changes in programmatic requirements will be matched with the skills of employees in positions no longer required, and training will be provided, where practicable, to enable these employees to fill the required positions. The DOE-ID will take into account relevant budget limitations at the INEEL, with the intent of operating the DOE-ID INEEL as efficiently as possible while meeting all the objectives of section 3161. Thus, the M&O is responsible for implementation and oversight of work force restructuring policy affecting its work force. It will identify, review, and document any skills mismatches, excesses or deficiencies according to skills classification prior to any involuntary separation. The work force restructuring and work force planning guidelines implementation methodology will be submitted to the DOE-ID for review in advance of any involuntary separations. The M&O's hiring decisions will also be subject to review by the DOE-ID.

The DOE-ID encourages the identification of training and other opportunities in order to maximize retention of employees. Attrition will also be managed to accomplish work force restructuring goals, while minimizing the need for involuntary separations and backfilling. As attrition occurs in those classifications in which reductions will be necessary, the numbers of individuals that would have otherwise been involuntarily impacted will shrink. Apart from separations attributable to incentive separation programs, attrition is difficult to accurately predict. Historical data will be used to assist in forecasting efforts. If attrition does exceed estimates, backfilling could be necessary in order to meet continuing mission requirements.

However, hiring will also be managed consistent with the intention of maximizing use of current employees. Our intention is to allow backfilling only for vacancies created by circumstances other than employees separating pursuant to incentive separation programs (other than approved early retirement programs), and in circumstances where there would otherwise be an adverse impact on the ability to perform continuing mission objectives. Contractors may fill vacant positions through external hires only after the requirements of this Plan, including the training benefits and hiring preferences discussed below, have been fully complied with, subject to DOE oversight and review. Hiring employees who do not meet the section 3161 eligibility test is appropriate only where consistent with the order of preference laid out below.

When separations are required, the DOE-ID encourages voluntary separations within budget constraints. However, voluntary separation incentives and the release of temporary workers, where appropriate, will reduce, but may not eliminate, the need for involuntary separation of regular employees. Contractor employees who submit applications to participate in

any voluntary incentive separation program will be selected based upon their verified eligibility to participate in the program involved, as well as continuing mission requirements and other factors. Employees who elect to participate will be required to sign the general release and waiver in Appendix A of this Plan.

When it is necessary to conduct an involuntary separation, contractor employees will be identified for involuntary separation based on a number of factors, including but not limited to: documented individual performance, seniority, the need for the individual's skills taking into account retraining possibilities, the number of individuals with the required skills, and the diversity of work experience as they relate to the overall strategic direction at the DOE-ID INEEL. Critical skills are not determined by job classification, per se, but rather by the skills needed to accomplish continuing site missions. Also to be considered is the transferability of skills across organizational entities and the impact of attrition.

Prior to conducting an involuntary separation program, each participating operational unit of the M&O will submit to its human resources division a list of employees from each skills classification where the availability of current employees exceeds projected mission requirements. Employees on the list who may be reassigned with little or no retraining will be given preference with respect to placement in existing openings. Following a review by human resources staff of the skills and experience of the employees on these lists in comparison to current openings, the employees on the lists will be classified by human resources as follows:

- employees to be retained because they already possess skills critical to continuing mission requirements and for which job openings exist;

- employees to be retained because they will require little or no training for job openings to meet continuing mission requirements;

- employees to be retained because they require training which is more extensive but practicable under the circumstances for job openings in order to meet continuing mission requirements; and

- employees who do not fall into the preceding three categories and, therefore, are candidates for involuntary separation.

Thus, retraining programs will be considered when analyzing candidates identified as vulnerable for involuntary separation. Care will be taken to ensure that a sufficient number of employees remain to perform critical functions and otherwise to meet continuing mission requirements. Openings that are not filled by these processes will be filled using an internal posting procedure.

The selection process described above will be carried out in a manner consistent with other legal requirements. Nonexempt employees covered by collective-bargaining agreements will be selected for involuntary separation in a manner consistent with the requirements of applicable

collective-bargaining agreements. Applications of these factors to individual employees will be documented. Employees not covered by a bargaining agreement will be selected for involuntary separation consistent with the requirements of applicable personnel policies.

D. PRIVATIZATION

Privatization of activities to be performed at the INEEL will also be conducted in a manner that minimizes the impact on employees and is fully consistent with the purpose and policies of section 3161, applicable collective-bargaining requirements and DOE guidance. Eligible employees who are involuntarily separated as a result of privatization will be covered by the hiring preference and other provisions of this Plan and applicable bargaining agreements.

Recognizing the need to work cooperatively to minimize the impact of privatization on affected employees, the community, and the operations of the INEEL, the M&O will conduct open, forthright, two-way communications with affected and potentially-affected employees, union representatives, and community leaders to develop options for dealing with the impact. In furtherance of this cooperative effort, LMITCO, the DOE-ID, and the Oil, Chemical, and Atomic Workers, Local 2-652 (OCAW) are parties to an agreement outlining specific procedures and benefits which will be followed and applied should functions currently being performed by OCAW-represented employees be privatized.

Consistent with DOE policies and procedures and any collective-bargaining agreement obligations, appropriate "make or buy" cost evaluation tools will be used in helping to determine whether the work should be self-performed, re-engineered, contracted out, or direct-procured by the DOE. Staffing flexibility, avoidance of capital expenditures, increased efficiency, or access to expertise not currently available at the site, and other factors, will be important considerations when making the ultimate privatizing decision. Costs associated with work force transition will be fully considered.

Based on the diverse situations that can be possible in privatization, treatment of outsourced workers will be evaluated as part of each privatization activity. Such considerations will include separation benefits (severance pay), compensation and benefit protection requirements, service credit carry-over, hiring preferences, etc.

III. ROLES AND RESPONSIBILITIES

A. STAKEHOLDER INPUT

Upon a determination that a change in the work force is necessary at a defense nuclear facility, section 3161 requires the DOE to consult during development of a Work Force Restructuring Plan with appropriate representatives of state and local governments, appropriate representatives of affected employees, and other DOE-ID INEEL stakeholders affected by the change in the work force. The DOE is committed to ensuring full and effective stakeholder involvement in

developing policies regarding work force restructuring for the DOE-ID INEEL.

1. Process for Soliciting Stakeholder Input

The process developed at the INEEL for obtaining stakeholder comments is:

make the draft Work Force Restructuring Plan available for written comments after clearance from DOE-HQ;

analyze written comments and incorporate the changes urged in the comments, if deemed appropriate;

when appropriate, conduct public meetings;

analyze input from public meetings and any written comments submitted after such meetings;

make appropriate changes to the draft plan consistent with stakeholder comments;

send copy of final plan to DOE-HQ for approval; and

after approval from DOE-HQ, distribute plan.

This Plan has been developed by DOE-ID with the input and review of a variety of stakeholders. A public comment period was advertised and opened from October 9, 1997 to November 10, 1997. Copies of the draft Plan were sent out to state and National Congressional offices, universities and colleges, the State Governor's office and the offices of the City Mayors, union leaders, County Commissioners, Chambers of Commerce, various newspaper offices, and radio stations, etc. Copies were placed in the reading rooms of several city libraries, and notices were published in the newspapers. Meetings were held with leaders of the local Oil, Chemical and Atomic Workers union and the President, Idaho Building and Construction Trades Council. Numerous conversations on the Plan took place. Four written comments were received and considered. Based on the comments received, two changes were made to the draft Plan. The first change concerned the order of the rehiring preference. There was some confusion as to where part-time, intermittent, temporary, and construction employees fit in the order of preference. Therefore, the first preference was changed to cover former regular, full-time and part-time employees. Second preference covers intermittent and temporary (including construction worker) employees. The second change dealt with who was eligible for outplacement benefits. One individual felt that it was not clear whether all subcontractor employees were eligible for outplacement benefits or only those who are section 3161 qualified. Additional language was added to make it clear that only 3161 qualified employees are eligible for Outplacement Center services.

DOE RESPONSIBILITIES

Upon the determination that a change in the work force is necessary at a DOE defense nuclear facility, it is the DOE that is responsible for defining the objectives and developing a plan for restructuring the work force. All contractor announcements and plans involving separation of more than 100 M&O employees will be approved by the DOE before release in order to comply with notification policies in DOE Order 350.1 and the National Defense Authorization Act for FY 1993.

C. THE ROLE OF DOE CONTRACTORS

1. Information and Implementation

While DOE contractors are not identified as stakeholders in section 3161, their exclusion from the work force restructuring process is neither appropriate nor practicable. The contractors, not DOE, are the employers of the employees who are likely to be affected by work force restructuring activities and, as such, have responsibilities to those employees. Contractors cannot realistically be excluded from the process of developing work force restructuring policy because information supplied by them is used to analyze the work force and determine the need for work force restructuring and because they must implement the work force restructuring policy developed by DOE-ID. They are parties to collective-bargaining agreements; they are administrators of pension and benefit plans; and they have other obligations imposed by law. They also provide critical data to the DOE-ID for updating the Plan. However, it is DOE that is responsible for determining the actual policy.

Additionally, the DOE-ID evaluates the continuing progress of contractors in implementing the Plan as part of the award-fee evaluation process. To the extent that the DOE believes that the Plan is not being implemented or applied reasonably, the DOE-ID will intervene to require specific corrective action.

2. Communications

Timely and accurate communication with employees is essential. Contractors, as the employers of the employees, are responsible in the first instance for communicating information regarding work force restructuring to employees, including information on any proposed voluntary separation plans or related releases. Contractors are expected to obtain all appropriate clearances from the DOE, to comply in all respects with the requirements of DOE Directive 350.1 regarding announcement of involuntary separations, and to provide the most accurate and straightforward information possible to employees regarding budget impacts and any other situations that are expected to result in work force changes before releasing that information to the news media. The contractor will ensure that all information intended for release to internal or external audiences will be consistent with all legal and contractual requirements.

IV. WORK FORCE RESTRUCTURING PROGRAMS

Incentives will be determined at the time of each restructuring if an Early Retirement Incentive Program or a Voluntary Separation Incentive Program is offered. Incentives may differ from those paid in past programs and may vary from program-to-program based on the circumstances involved in each restructuring, the costs of the incentives, and the availability of budgeted monies. Benefits for involuntarily separating employees will be largely determined by applicable labor agreements or personnel policies.

The DOE-ID INEEL contractors will be expected to fully satisfy their obligations toward any labor organization representing their employees. Prior to conducting either a voluntary or involuntary separation program, the M&O will discuss with union officials representing affected bargaining units the potential impact on the bargaining unit. The M&O shall notify, and bargain, upon request as consistent with collective-bargaining agreements, with labor organizations representing any affected employees before promulgating any voluntary or involuntary separation plans. The M&O will also give full consideration to suggestions received from union officials prior to making final decisions on approving individual voluntary separation requests.

A. EARLY RETIREMENT INCENTIVE PROGRAM (ERIP)

If an Early Retirement Incentive Program (ERIP) is offered at some point, it will be with the objective of providing incentives that will reduce the number of employees at risk for involuntary separation, consistent with applicable legal requirements. Development of an early retirement program will include actuarial estimates and the assistance of legal counsel to ensure contractual and other legal requirements have been met. Employees taking an early retirement package would not be eligible for educational benefits, relocation costs, or hiring benefits. Those employees who elect early retirement will be required to sign a waiver as set forth in Attachment A, which will restrict them from employment with DOE or a DOE contractor for a period of one year. Each human resources recruiter will have a list of former employees who left under early retirement incentive programs and, before any offers of employment are made, the candidates will be checked against the list. Exceptions may be granted on a case-by-case basis with appropriate conditions if such exceptions are shown to be in the best interest of the government because of programmatic needs or other mission requirements.

B. VOLUNTARY SEPARATION INCENTIVES (VSP)

Voluntary Separation Incentive Programs (VSIP), if any are conducted, will be offered only to those eligible regular employees in classifications at greatest risk of involuntary separation. The incentives will be designed to make voluntary separation sufficiently attractive that involuntary separations are minimized. The voluntary separation package will encourage those employees who can do so to take the incentive package and thereby save the jobs of other employees. Employees who elect voluntary separation will be required to sign a waiver (see Attachment A) which will restrict them from employment with DOE or a DOE contractor for a period of one year. Each recruiter will have a list of former employees who left under a voluntary separation

program and, before an offer of employment is made, the candidate will be checked against the list. However, exceptions may be granted on a case-by-case basis with appropriate conditions if doing so is shown to be in the best interest of the government because of programmatic needs or other mission requirements.

C. INVOLUNTARY SEPARATION PROGRAM

Every effort will be made, in accordance with the programs identified in this Plan, to minimize the number of employees involuntarily separated. Non-represented employees will be identified for involuntary separation consistent with applicable personnel policies based on a number of factors including, but not limited to: the need for the individual skills, documented individual performance, seniority, and diversity of work experience as it relates to the overall strategic direction. Performance within the ranking group will be evaluated in accordance with the contractors' published performance appraisal guidelines. Represented employees covered by collective-bargaining agreements will be identified for involuntary separation in accordance with their respective collective-bargaining agreements. Application of these factors to individual employees will be documented.

In addition to other benefits provided under this Plan, involuntarily separated, regular full-time employees who are covered by collective-bargaining agreements will receive severance pay in accordance with severance provisions in those agreements. Employees who are not covered by collective-bargaining agreements will receive severance pay in accordance with applicable DOE-ID approved personnel policies. Severance pay for LMITCO non-represented employees is currently computed in accordance with the following schedule:

NON-REPRESENTED EMPLOYEE SEVERANCE PAY

<u>Years of Service Credit</u>	<u>Weeks of Termination Pay</u>
1 yr. but less than 2	1
2 yr. but less than 4	2
4 yr. but less than 7	3
7 yr. but less than 10	4
10 yr. but less than 15	6
15 yr. but less than 20	9
20 yr. but less than 25	12
25 yr. and over	16

Any involuntary separation will also be conducted consistent with DOE Order 350.1, which requires prior notification to DOE-HQ. If involuntary layoffs fall under the provisions of the Worker Adjustment and Retraining Notification (WARN) Act, the affected employees will be given written notice at least 60 days prior to the date of the intended layoff.

V. ASSISTANCE AND BENEFIT PROGRAMS

A. EDUCATIONAL ASSISTANCE AND RETRAINING PROGRAMS

1. Objectives

Educational assistance and retraining are vital to accomplishing many of the objectives of this Work Force Restructuring Plan, including:

minimizing loss of vital skills and knowledge;

providing reasonable assistance in helping employees find gainful employment;

minimizing negative impacts to the surrounding communities and affected employees; and

providing necessary training for the retained work force in order to avoid, to the extent practicable, the need for involuntary reductions in the work force.

In particular, the DOE-ID is aware of its obligations under section 3161 to retrain employees, to the extent practicable, for environmental restoration and waste management activities. Language regarding educational assistance and retraining to be used as the basis for developing solicitations for new contracts and subcontracts is set out in the model clause in Appendix C of this Plan.

Key steps in accomplishing these objectives are identifying how to provide personnel with the necessary skills to support continuing and new missions at the INEEL and preparing displaced employees for employment opportunities outside the INEEL, including at other DOE sites. This Plan addresses educational assistance and retraining for two specific groups of individuals: (1) individuals who will be leaving the DOE-ID INEEL on a voluntary or involuntary basis and (2) retrained employees who may be reassigned to different positions.

2. Tuition Assistance for Separated Employees

Under the Tuition Assistance Program, involuntarily separated employees who otherwise meet the section 3161 eligibility tests set forth above are entitled to tuition, allowable fees, and identified expenses, totaling \$5,000 in a 12-month period or \$10,000 over 4 years. The 4-year period starts on the date of separation. Continued participation in this program will be contingent upon the employee remaining eligible. In addition to specific, job-related training, eligible displaced employees will also be afforded the opportunity to pursue their general education (i.e., course work, completion of a certificate or license, or an associate, bachelor, or graduate degree).

Retraining for displaced employees is intended to prepare affected employees to qualify for new jobs outside the DOE-ID INEEL. To accomplish this, the M&O Contractor will:

identify jobs available outside the INEEL locally, regionally, and nationally (including other DOE sites), by determining to the extent practicable the job classifications available and the minimum skill levels required;

- work with displaced workers to determine their level of interest in pursuing educational opportunities;
- determine the existing skills and training needed for the displaced employee to qualify for the available jobs in which she or he has expressed interest;
- identify the employee assistance and job training programs available from state agencies and determine the eligibility of individual, displaced INEEL employees for that training;
- determine the existing training programs and course offerings with vacancies that meet training needs for interested affected workers; and
- explore the most efficient and effective method for delivering the training needed to the displaced employees.

3. Retraining for Retained Employees

This section describes the methodology used to identify the knowledge, skills, and training required to safely and efficiently operate, maintain, and manage the facilities at the DOE-ID INEEL.

The DOE-ID has determined that retraining of retained employees to meet the changing site mission requirements is practicable when the following factors are present:

the availability of current employees who already possess the needed skills is inadequate to meet programmatic needs;

the cost and time associated with retraining is not excessive given future programmatic requirements and the skill level of affected employees; and

other relevant legal, contractual, programmatic, and business considerations support retraining.

Application of these factors will be documented.

The following questions will be addressed in plans for retraining workers transferred to new jobs within the INEEL:

What positions are available? Identify anticipated job openings within the next 12 months.

What are entry level skills for each position? Analyze job descriptions to determine minimum skill requirements for each position.

Who are the people to be reassigned? Assess training, skills, and work experience of each employee eligible for reassignment.

What is the minimum training needed for a reassigned employee to meet the new job requirements?

What are the aggregate training needs of reassigned employees? Determine the number of people needing specific skills training, whether such skills are best provided by formal curriculum program, by on-the-job training, apprenticeship programs, or by some combination of delivery modes.

What are the pertinent requirements imposed by law or by contract for such positions?

What is the most effective and efficient way to deliver the training to the employees? Determine if full-time schooling prior to reporting for the new job is best, or if part-time training, self-study modules, apprenticeships, or on-the-job training administered while the employee is at the new position would be best.

Orientation and job-specific training will be developed and provided by the applicable organizations to fit their specific needs.

Prior to an involuntary separation program, the M&O will review existing openings and anticipated near-term openings to identify alternative employment arrangements for employees whenever they are identified as available for reassignment because of changing skills requirements or funding reductions. If an employee meets the minimum requirements of an existing opening or is qualifiable within a reasonable period of time (no more than 60 days), the employee will be transferred laterally to the open position prior to consideration of other internal candidates. The line manager will provide on-the-job training or make arrangements for additional training through external sources. External training may be received through training programs sponsored by professional societies (e.g., American Compensation Association), management consulting firms (e.g., American Management Association), accredited universities and colleges, nationally-recognized leaders in specific industries or occupations, apprenticeship programs, etc.

Based on identification of new missions and funding, the M&O will also identify categories of employment where employment levels will increase in the more distant future. This information will be provided to employees as it becomes available to help them identify future career opportunities at the INEEL for which they may prepare themselves through additional training

and instruction. This training may be acquired through such programs as the existing INEEL Education Program with local academic institutions (Idaho State University, the University of Idaho, and Eastern Idaho Technical College), the existing educational assistance program and joint labor-management apprenticeship programs.

Where there is a significant reduction anticipated in one category of employment and offsetting increases in a comparable category of employment, the DOE will encourage the M&O to establish in-house training programs to provide potentially displaced workers with the skills required to assume the new work scope where practicable. These programs will be established on an as-needed basis, and the funding for these programs will be identified at that time. Such training programs will be aimed at matching the surplus employees with the jobs expected to be created by the new program to the extent practicable. The training per individual should be completed within a reasonable timeframe in relationship to those vacancies (not more than six months or by the time the work is scheduled to begin, whichever is less) and at a reasonable cost (not to exceed \$10,000) which includes tuition, course materials, and related instructional costs, but not trainee salaries.

B. RELOCATION ASSISTANCE

Relocation assistance up to \$2,000 will be available for up to four years following termination of employment to individuals who are involuntarily separated. This benefit is available only if the new employment is full-time and regular; the new employer does not provide relocation assistance; and the commuting distance from the old residence to the new work location is 50 miles or greater. All relocation expenses must be supported by documentation before reimbursement will be allowed.

C. DISPLACED WORKERS MEDICAL BENEFITS

Employees leaving under a voluntary or involuntary separation program may be eligible for medical coverage under the DOE Displaced Workers Medical Benefits Program (DWMBP), provided they are not eligible for coverage under another plan, e.g., another employer's group health plan, the M&O's Retiree Medical Plan, a spouse's medical plan, or Medicare. The M&O's Medical Care Plan coverage for active employees will end at the end of the month in which the employee separates from employment. Beginning the next month and for a total period of 12 months, the M&O will continue to pay the employer's portion of the medical premium share and the employee will be billed for the employee's portion of the applicable monthly premium (approximately 15% of the total premium) depending on the type and level of coverage the employee has at separation. During the second year after termination, the employee will be responsible for one-half of the full Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) rate for this coverage with the M&O paying the remainder. The COBRA rate is 102% of the full cost of coverage (including employee and employer portions). In the third and subsequent years, the separated employee will be responsible for paying the full COBRA rate.

If an employee is eligible for coverage from another employer, or spouse's employer, but that employer's coverage contains a pre-existing condition limitation, the employee will be allowed to continue to receive benefits under the DWMBP for the pre-existing condition until the limitation period is satisfied. Similarly, the employee may continue coverage under the DWMBP during any waiting period before coverage under a new plan is effective.

Alternatively, departing employees may elect to continue medical coverage under COBRA. Employees will be provided a separate notice of COBRA benefits. If the departing employee elects to continue medical benefits under the DWMBP or under COBRA, the employee's payment will be due on the first day of each month; and, if payment is not received by the 20th day of that same month, the insurance will be canceled and medical coverage will cease if the employee does not provide payment within thirty days after receipt of a delinquency notice. The employee's share of the monthly premiums and the COBRA rates may change annually.

D. HIRING BENEFITS

1. The Placement Preference for Employees Identified for Separation

To the extent practicable, employees specifically identified for involuntary separation who (a) otherwise meet the eligibility requirements contained in this Plan, and (b) are qualified or qualifiable (see Order of Preference below), are entitled to a placement preference for vacant positions at the DOE-ID INEEL. The DOE-ID INEEL M&O contractor will compile a list of at-risk employees who have been specifically identified for involuntary separation from which covered contractors and subcontractors (prime contractors and subcontractors whose DOE contracts equal or exceed \$500,000) will fill vacant positions. Vacant positions will first be filled through application of the placement preference before application of the preferential hiring requirements described below.

2. The Rehiring Preference for Eligible, Separated Employees

To the extent practicable, involuntarily separated DOE contractor employees who (a) otherwise meet the eligibility requirements contained in this Plan, and (b) are qualified or qualifiable (see Order of Preference below), will receive a continuing hiring preference with respect to vacancies for positions with DOE-ID contractors and at other DOE facilities. Employees are not involuntarily separated for these purposes unless there has been an involuntary disruption of their reasonable expectations of continued employment at the INEEL. Under this Plan, employees have not had an involuntary disruption of their reasonable expectations of continued employment at the INEEL if they are separated as a result of: (1) termination for cause; (2) voluntary separation from employment at INEEL (other than to take a position with a contractor or subcontractor pursuant to an INEEL privatization or outsourcing initiative), including separation pursuant to a voluntary separation program or early retirement program; (3) the normal completion of a contract; or (4) termination in accordance with the employer's normal policies as a result of business decisions unrelated to change in the work force directed by the DOE-ID.

Subject to the provisions of applicable collective-bargaining agreements or contractual obligations, openings for positions not filled by internal movement of existing employees at the DOE-ID INEEL will be filled by giving preference in hiring to eligible involuntarily separated employees for positions in the following order:

first preference will be given to former regular, full-time and part-time, DOE-ID INEEL employees of firms who have contracts with DOE-ID or its prime contractors, who meet the section 3161 preference eligibility requirements;

second preference will be given to former intermittent and temporary (including construction crafts), DOE-ID INEEL employees who meet the section 3161 preference eligibility requirements; and

third preference will be given to former employees from other DOE sites that meet the section 3161 preference eligibility requirements.

Because of the nature of the work at the INEEL site and uncertainties about the size of future budgets for the INEEL, the DOE-ID cannot project the full nature and extent of work activities that will be performed at the INEEL in the future. Therefore, it would not be prudent to list in this Plan every factor that must be evaluated in determining whether the application of the hiring benefits is practicable. However, the DOE-ID has determined that it will generally be practicable to give the hiring benefits where the eligible individuals possess qualifications approximately equal to competing, non-eligible candidates or the eligible individuals may be retrained to meet such qualifications by the time the work is commenced (such retraining will not exceed sixty days). Other relevant business, legal, policy or programmatic considerations may make application of the hiring benefits impracticable in particular circumstances, e.g., where the anticipated duration of employment is limited; in rare circumstances where there is an urgent need for particular skills and eligible individuals cannot be reached quickly enough; or where there are inconsistent rights under a collective-bargaining agreement that require that particular employees be called back for related work. Application of such considerations will be fully documented.

The hiring benefits will be applied to the extent consistent with veteran's preference, other applicable law, employment seniority plans, practices of the DOE, and the terms of any binding collective-bargaining agreements and affirmative action plans. The hiring benefits do not outweigh other preferences required by statute or Executive Order.

3. Implementing Procedures

Offers of employment pursuant to placement preference or the rehiring preference will be in

writing and remain open for not less than ten calendar days after the offer is received by each employee or until the candidate accepts or rejects the offer, whichever period is shorter.

Involuntarily separated contractor INEEL employees covered by this Plan must submit written notification annually to the Outplacement Center of their continuing eligibility for the hiring preference and interest in employment. At the time an eligible employee separates from INEEL employment, the contractor will advise the employee of the annual notification requirement and will supply the employee with Statement of Interest forms (see Appendix B of this Plan) to be used in complying with the annual notification requirement. At the time of separation, each eligible employee will receive a written notice stating that (a) the employee must provide the annual notification form no later than July 1 of each year following the year in which the former employee separated in order to retain continuing eligibility for hiring benefits, and (b) failure to provide the annual notification form will result in the permanent removal of the employee from the eligibility list. Furthermore, to assure each former employee is given adequate opportunity to retain eligibility, any former employee who does not submit the annual notification form by July 1 will be given written notice, sent to the former employee's last provided address, stating that if the annual notification form is not received within thirty calendar days the former employee will be removed from the eligibility list and will no longer be eligible for hiring benefits. Former employees are responsible for notifying the Outplacement Center in the event that they change their address. Individuals from other DOE sites are responsible for notifying any employer covered by this Plan that they are eligible to receive a preference in hiring when applying for an open position.

A current or former employee who meets the eligibility requirements for section 3161 hiring benefits may file an appeal with respect to any decision relating to the application of the hiring benefits to that employee with the relevant contractor's human resources organization (in the case of LMITCO, the Vice President for Human Resources). The decision of the contractor can be appealed to the DOE-ID and thereafter to DOE-HQ.

In order to address potential problems with full and effective implementation of the hiring benefits described in this Plan, contractors will hold discussions with affected labor organizations and subcontractors in a manner consistent with generally applicable labor law, collective-bargaining agreements, and contract requirements.

Additionally, M&O contractors will use their best efforts to negotiate the inclusion of the hiring benefits contract clause discussed below into current subcontracts for remedial action under environmental laws which (with any contract options) exceed \$500,000 when bilateral modifications to such subcontracts are negotiated, provided the modification will not result in any significant increase in contract cost.

4. Subcontracts and Implementation of the Hiring Benefits

New subcontractors and sub-tier contractors performing at the INEEL or in INEEL facilities

under contracts which (with any contract options) exceed \$500,000, except subcontracts for the purchase of supplies, equipment or property, will be required by contract language to accord hiring benefits to displaced employees consistent with this Plan and the requirements of applicable procurement laws. Support service contractor employees who meet eligibility criteria (described above), and are subsequently displaced, will be eligible for Outplacement Center access and will be placed on the priority hiring list for one year.

In order to ensure that hiring benefits requirements are inserted into subcontracts, the DOE-ID has developed a model clause to be used as the basis for developing applicable provisions in its solicitations for new contracts and subcontracts at DOE-ID facilities or sites. [The model clause is located in 48 CFR (DEAR) 952.226-74.] Subcontractors will be required to maintain adequate documentation to support hiring decisions, submit such documentation to the contractor for inclusion in the quarterly report to the DOE-ID, and insert hiring benefits requirements into their subcontracts.

Subcontractors are not required to reimburse either interview or relocation expenses of identified or selected candidates if (a) the position is one which the subcontractor is normally able to fill locally or from within its own work force or (b) the subcontractor does not normally reimburse such expenses for the position in question.

E. THE OUTPLACEMENT CENTER

The DOE-ID INEEL maintains a dedicated Outplacement Center within the Idaho Falls area for easy access by all affected workers, potential employers, and agencies offering services, including the State Job Service and the State Employment Security Commission. The Outplacement Center is staffed by the M&O personnel qualified to assist displaced employees in coping with job loss, evaluating and identifying skills, determining career interests, and realizing potential career options. It is anticipated that the Outplacement Center or basic outplacement services will be maintained for at least four years from the date of employee separation. However, the DOE will review the continuing need for those services, and the Outplacement Center will be closed if there is no need for its continued operation.

All involuntarily separated contractor and subcontractor employees are eligible for Outplacement Center assistance. In order to ensure its effectiveness, the Center maintains contact with its clients, requesting feedback concerning the services offered and evaluating the results thereof on an ongoing basis. All services are optional and displaced workers are not required to use the Center. The contractor tracks employment, education, and insurance status of former employees and reports results to the DOE-ID for inclusion in the annual update to the Plan.

Facilities and Personnel

Counselors. Counselors are available to direct displaced workers with access to the

Outplacement Center to the appropriate services to ensure that individual attention is given during the transition process. Outplacement counselors ascertain the needs and eligibility of each worker and refer him or her to other resources such as reference materials and the Employee Assistance Program.

Support Staff. Centralized clerical and administrative support services are available. Support services include typing and computer support, data entry, duplicating, faxing, mailing, job posting, resume preparation and distribution, and telephone access. Clerical support staff responsibilities also include issuing office supplies, operating a message center, and maintaining a resource library and personnel file room.

Workstations. Fully equipped workstations are available for terminated workers to prepare resumes and job-search correspondence. Each workstation is equipped with office furniture and supplies. Computers and typewriters are available in a centralized location.

Security. Established procedures will control access to the Outplacement Center. Access is limited to those with proper identification.

The Outplacement Center Manager coordinates all services. The receptionist coordinates schedules and classroom space.

2. Job Opportunities Bulletin Board System (JOBBS) and Implementation of the Rehiring Preference

The Outplacement Center plays a key role in implementation of the hiring preference discussed above. To retain hiring benefits, involuntarily separated employees are required to submit written notification annually to the Outplacement Center of their continuing interest in, and eligibility for, the program. Implementation of the preferential hiring consideration for other DOE facilities is conducted via an automated support system, JOBBS, with an integrated resume-referral subsystem. This system is based on the already successful Transition Bulletin Board operated by the Department of Defense. It includes a bulletin board based on user-friendly, widely accessible software, a telecommunications system by which all contractor human resources departments can access the bulletin board.

A job seeker accesses this system by filling out a standardized resume form. A potential employer accesses the system by placing a standardized want ad. The system matches resumes to job specifications then notifies the potential employers that a match has been found. The potential employers select candidates and arrange for interviews.

Each eligible displaced DOE-ID INEEL employee provides the Outplacement Center with a copy of his or her resume to be placed on JOBBS. The resume is retained by the Outplacement Center staff for comparison to future local job openings for possible employment opportunities.

The Outplacement Center participates in the hiring process of the M&O contractor and its covered subcontractors. The Outplacement Center advises eligible employees concerning available hiring benefits. Outplacement Center representatives compare the qualifications of eligible candidates with requirements of job openings. Resumes of candidates who meet (or can meet through retraining, as discussed above) minimum qualification requirements are forwarded to the manager or company having the opening. If an eligible candidate is not selected, written justification is maintained by the contractor to document proper consideration. The Outplacement Center tracks all such referrals and outcomes. This record is provided to the DOE-ID on a quarterly basis for review. The results are reflected in the annual Plan update.

3. Initial Services

The following services are offered to displaced workers who have access to the Outplacement Center.

Registration for state unemployment benefits. Contractor officials and the Idaho Department of Employment cooperate to provide unemployment insurance registration to involuntarily terminated workers in a manner that streamlines the process.

Interviews for displaced employees are available within the first six weeks following separation. Individual consultants meet with each interested client to determine areas of interest and experience.

4. Job and Career Counseling and Training

Outplacement workshops provide instruction and counseling on job search techniques, resume preparation, and interviewing skills. Other topics addressed in workshops include how to find job leads, cope with change and set life and career goals.

Experts are solicited from private and government industries to address specific topics relevant to life and career transitions. These sessions are offered to all displaced contractor employees on a voluntary basis. Topics include, but are not limited to, financial planning, credit, legal matters, stress management, health improvement and fitness.

5. Related Services

Job Identification. A comprehensive program identifies potential employers. Advertisements are placed as appropriate, in local, state, and national newspapers announcing the availability of highly qualified and trained individuals. Through these advertisements, potential employers can contact the Outplacement Center. To maximize opportunities, additional avenues for identifying positions include government agencies, professional societies, peer referrals, employment agencies, database linkages (government, professional, etc.), local Chamber of Commerce, and mass mailing distribution to potential employers.

As potential employers are identified, a package is mailed requesting various types of information regarding employment opportunities.

Job Posting. In addition to the DOE resume data bank, a database of potential employers and positions is maintained. An integral part of the job identification process is to advertise available positions to terminated workers. This database includes private, government, and corporate opportunities, both locally and nationally. Positions are posted in a centralized location at the Outplacement Center.

External Interviews. As part of the job identification process, arrangements are made to accommodate potential employers who prefer to conduct interviews at the Outplacement Center. These arrangements afford terminated workers unique interviewing opportunities and will benefit the companies by reducing interview expenses.

Job Fairs. Job fairs are scheduled. Participation by local and national companies and organizations is determined according to the responses received through the job identification process.

Resume Distribution. In addition to the JOBBS system for positions available at DOE facilities, resume portfolios are assembled and distributed to potential employers outside the DOE, as appropriate. These portfolios include resumes of terminated workers who elect to participate in this process. The portfolios are distributed in a timely manner. Releases are signed by individual clients of the facility as appropriate.

Resource Library. A centralized library of resource materials is available at the Outplacement Center. Reference materials include newspaper subscriptions, government and industry-related journals, and various reference books dealing with personal and professional development. Other resource material includes maps, telephone books, college catalogs, dictionaries, and a thesaurus.

6. Communication Program

A comprehensive, ongoing communications program provides up-to-date information regarding Outplacement Center activities and special events. This program includes dissemination of classified advertisements, Outplacement Center events and special projects, and counselor and displaced worker communication. An overview of the main elements of this program, which are implemented as needed, are as follows:

A telephone information line, updated as appropriate, plays prerecorded messages outlining special events at the Outplacement Center.

A calendar of events at the Outplacement Center is posted within the main reception area.

A resource packet is distributed to displaced workers and all outplacement staff outlining services available at the Outplacement Center. Information includes facility operation and layout, placement process and services, job search, contact lists, employee assistance, benefits summary, and unemployment registration information.

F. CONSTRUCTION WORKER BENEFITS

Construction workers who meet the eligibility requirements contained in the section on eligibility of this Plan may elect to receive a one-time, cash benefit in lieu of hiring benefits. Upon submission of objective and verifiable evidence that a worker meets the eligibility criteria, the worker will receive a benefit equal to two weeks' base pay. For those whose documented site employment is equal to or greater than 10 years, the benefit will be increased to 4 weeks pay. For those with 15 years or more of site service, the benefit will equate to 6 weeks of base pay. In return for that benefit, construction workers will be required to waive their rights to hiring benefits. Construction workers who receive the special benefit will be restricted from employment with DOE or a DOE contractor for a period not less than the period equal to the number of weeks benefit received. This one-time benefit will not be applicable for temporary layoffs in which recall of workers is expected following seasonal or other intermittent breaks in work.

VI. COMMUNITY TRANSITION PROGRAMS

Community assistance can play an important role in successfully achieving the objectives of the Work Force Restructuring Plan, but the affected communities must be motivated and empowered to contribute in an essential way to a successful economic transition. The DOE is committed to a process of comprehensive and systematic involvement of all stakeholders in determining policies for community transition. With assistance from the DOE-ID, the Eastern Idaho Community Reuse Organization has organized to take significant and aggressive steps to offset the economic impacts of an INEEL change of mission.

A. Community Assistance

On September 8, 1994, the DOE-ID recognized the Eastern Idaho Economic Development Council/Initiative 2000 as the Eastern Idaho Community Reuse Organization (CRO) to provide the region with a single voice to the DOE for economic development and community transition issues.

The CRO will act as the community's single voice to the DOE for INEEL "Change of Mission" and economic development issues. The CRO will coordinate its economic development plans with the INEEL work force restructuring planning process to assure that the work force needs are addressed and represented, and it will initiate job-creating economic development projects that provide career-choice alternatives for impacted employees through the creation, retention and attraction of comparable or higher caliber employment opportunities.

B. Community Reuse Organization Grant

On February 16, 1996, the CRO received from the DOE a 24-month, \$5,000,000 Cooperative Agreement to enable the CRO to provide:

financing for, and investment in, companies or other organizations that have the potential to create jobs and economic diversification in the area affected by DOE downsizing;

a wide range of management services for those and other companies;

support for grass-roots derived demonstration projects which reflect local and regional economic transition needs; and

support for regional economic development projects that advance cooperation and coordination among and between existing service providers and promote long-term regional economic stability.

This money has helped facilitate the creation or retention of some 1,200 jobs with the projection of an additional 1,100 by the year 2001. Sixty percent of CRO resources have been allocated to make direct investments in private sector enterprises. All investments are creating new private sector jobs and returning capital to the program for reuse.

C. Economic Development Payments to the State of Idaho

Consistent with the settlement agreement between the State of Idaho and the DOE, \$30 million will be provided to the State of Idaho. The purpose of these payments is:

to mitigate the impacts of INEEL work force restructuring on the Idaho economy;

to create sustainable jobs;

to diversify the economy of southeastern Idaho; and

to support other mutually acceptable purposes.

The State of Idaho will use the following criteria in determining the projects and programs on which the funds will be spent:

projected number of jobs created;

quality of jobs created (earning potential, sustainability, etc.);

ability to induce investment and growth consistent with the identified and potential economic strengths of the region;

ability to reduce Idaho's economic dependence on the DOE and DOE-related activities;

past performance of the applicant or the type of project or program;

amount of local participation in the project;

integration with other state economic development efforts;

- ability of the project to become self-sufficient; and
- other unique factors, such as innovative features of the project.

VII. APPROVAL AND UPDATE OF PLANS

A. APPROVAL OF THE PLANS

If it is necessary to implement either an involuntary or voluntary separation program, the policies and procedures regarding such programs set out in applicable guidance from the Office of Worker and Community Transition and DOE Directive 350.1 will be fully satisfied, including Secretarial notification and approval, as appropriate.

B. PLAN UPDATES

This document will be updated annually in accordance with the requirements of the National Defense Authorization Act for Fiscal Year 1993.